



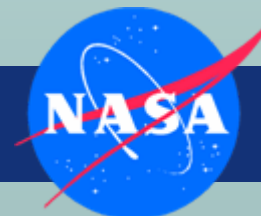
NASA Competency Management System

CMS MSFC Supervisor Training

SUSAN GENTILE
Office of Human Capital
Workforce Strategy and Planning Office
HS20
544-5902



November 2007



Why Was CMS Created?

- ❑ **In response to the President's Management Agenda & NASA Strategic Human Capital Plan.**

Strategic management of human capital is critical for strengthening the Agency. The workforce is an asset just like infrastructure or financial capital

- ❑ **In the spirit of "One NASA".**

An Agency-wide system, shared by all Centers, was required for measuring and communicating workforce capability

- ❑ **To assess alignment with work of Agency.**

A methodology was needed for measuring imbalances in current or future workforce compared to NASA strategies and Program and Project requirements

- ❑ **To support effective delivery of Human Capital Programs.**

A process was required to support decisions about how to invest wisely in areas such as training and development, recruiting, career planning





What is a “competency”?

Competencies are what you need to know, to do what you do.

COMPETENCY

A base-level of knowledge that is relevant to the Agency’s mission. The knowledge can be applied across position and organizational boundaries. It is NOT roles or functions.

SUBCOMPETENCY

Possible further delineation of the base-level of knowledge.

WORKFORCE COMPETENCY DICTIONARY

The total collection of competencies. It categorizes the breadth of NASA’s Corporate Knowledge.

LEVEL OF PROFICIENCY

Intended to measure a demonstrated level of capability utilizing the associated body of knowledge. It categorizes the depth of knowledge within any single competency or subcompetency.



What Will Competencies Do?



Competency management – to help focus Agency efforts to “attract and maintain a workforce that is representative of the Nation’s diversity and includes the competencies NASA needs to deliver the sustained levels of high performance that the Agency’s challenging mission requires”

-- NASA Strategic Plan 2003

□ PROVIDE INFORMATION

- ▶ Knowledge capability of the workforce
- ▶ Competencies required for each position
- ▶ Competencies needed for each project

□ FURTHER “ONE NASA” GOAL

- ▶ Standard language across Centers
- ▶ Helps to integrates HR business processes
- ▶ Continuity of workforce capability across Programs, Projects & Time
- ▶ A standardized method and system for measurement and management of NASA’s “know-how”

□ INFLUENCE OUTCOMES

- ▶ Alignment of workforce to mission needs
- ▶ Establishment of hiring & training priorities
- ▶ Targeted education programs to meet future workforce needs



What will competencies NOT do?

Competency management does not provide the “final answer”.

☐ CMS does NOT automate or determine the final course of action

Competency Management is another tool to provide additional workforce data for decision makers, that should be used in conjunction with other tools and information to determine a final answer.

☐ CMS does NOT replace the workforce planning and analysis process

Competency management is not a drop in replacement for workforce planning and analysis. It does not replace the role and insights of the supervisor and HR specialists in the final determination of workforce decisions.

☐ CMS does NOT fully capture and describe the capabilities of an employee

Competencies are one approach to describe one aspect of an individual's capabilities - strictly as it relates to the agency's mission. Competencies do not reflect, nor are intended to capture, all of what a person knows or is capable of doing.



How will the Agency use CMS?

☐ **Workforce Planning**

The CMS will support human capital decisions by assessing gaps between competency requirements and available competencies

☐ **Project and Organizational Profiles**

The CMS will provide Senior Leadership with insight into the knowledge capabilities of the workforce distributed across the programs, projects, and Centers.

☐ **Knowledge Management**

The CMS can link together people with the same or similar competencies into communities of practice, which can then be connected to information that is relevant to that community.

☐ **Integration of Business Processes**

The CMS will help establish and communicate priorities in agency-wide programs for staffing and education.

☐ **Search for Expertise**

The CMS will provide employees, organizations, and functional communities with the capability to find employees, positions, or projects that utilize competencies.



How will the Centers use CMS?

In order to provide current and useful data:

- ☐ **Centers will provide data to CMS annually, in preparation for budget planning**
- ☐ **CMS will be incorporated into existing business processes wherever possible and used kept up-to-date continuously**
 - ▶ CMS updating will be included in the process of transferring an employee to a new position
 - ▶ New employees will receive training during orientation
 - ▶ New managers will receive training on manager's roles and responsibilities



Expectations for Employees & Managers

□ Expectations for Employees

- ▶ Employees will be asked to build and update their competency portfolios
- ▶ Conduct a self-assessment on their proficiency level
- ▶ Provide managers evidences of their assessment

□ Expectations for Managers

- ▶ Managers will be asked to build competency portfolios for positions in their organizations, and review employee portfolios
- ▶ Managers will validate employee proficiency levels
- ▶ Managers will be asked to assess their program/project needs in terms of competencies and FTEs utilizing the Agency Workforce Integrated Management System (WIMS) and CMS



Marshall Guidelines for Employee Portfolios

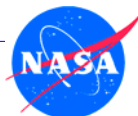
- ☐ Individuals are to identify the areas of knowledge that they have acquired through past education or work experience
- ☐ It is not feasible, nor the intent, to capture everything a person may know
- ☐ Individuals should limit and select the competencies that best describe the knowledge areas that they have utilized most often in the present or the past
- ☐ At a minimum, these should include the competencies that they are using in their current job position.
- ☐ Additional competencies should reflect only those bodies of knowledge that employees feel are current enough to be usable with or without some refresher development.
- ☐ As a rule of thumb, an individual will typically have anywhere from 1 to 8 competencies



Marshall Guidelines for Levels of Proficiency

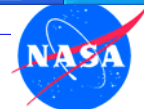
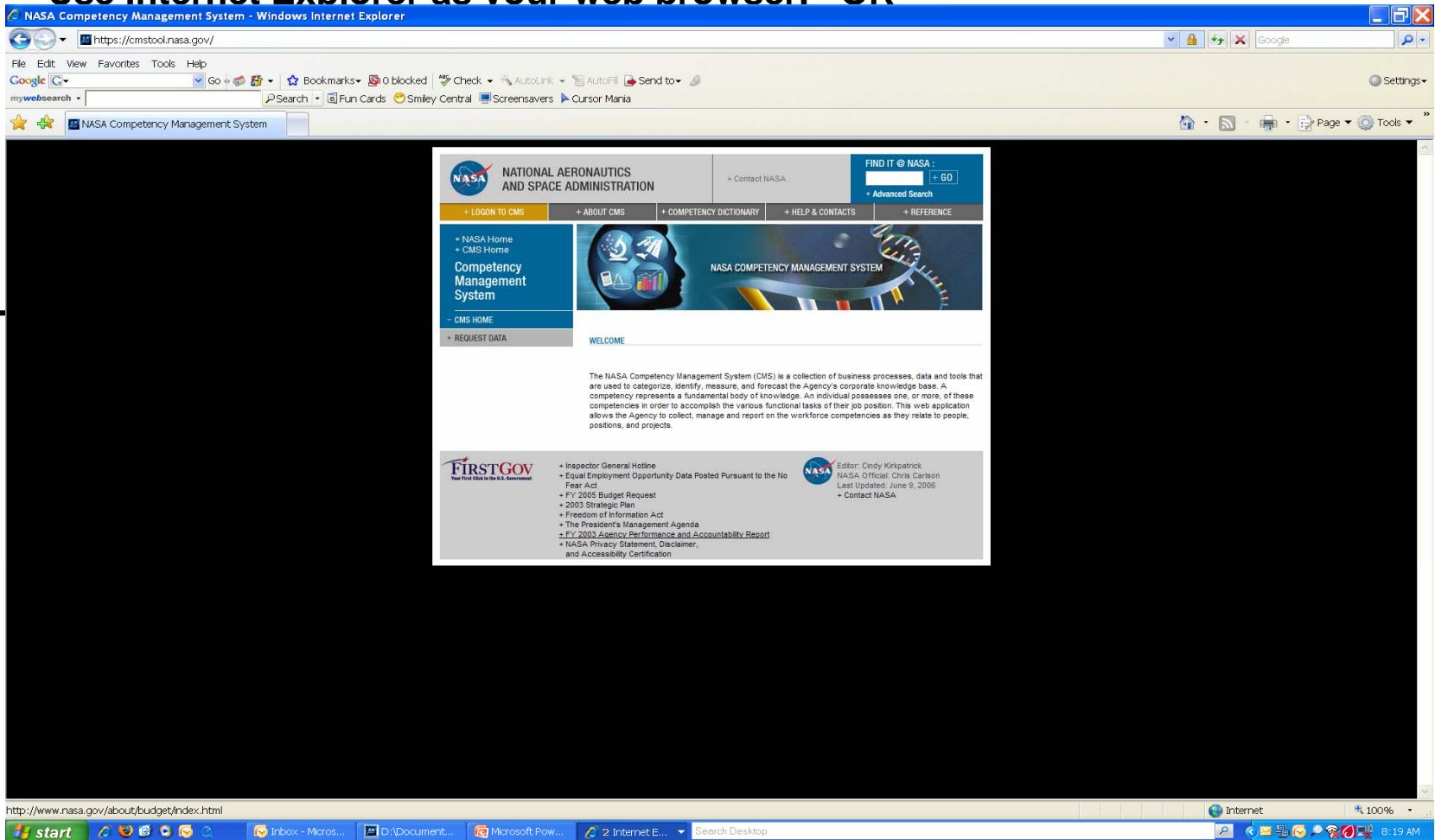
Levels of Proficiency (Tier Levels):

- ☐ Proficiency is a measurement of an employee's demonstrated level of capability utilizing the associated body of knowledge.
- ☐ Appendix B to the Competency Management Dictionary contains the Proficiency Guideline Table. This table provides a generic set of guidelines. It identifies some basic knowledge measurements that are common across all competencies and professional disciplines.
- ☐ This table is a tool that should be used by the employee and the supervisor.
- ☐ Employees should provide evidences of Proficiency levels for managers' assessment and validation of tier levels.
- ☐ Managers should discuss all rationale for validations, if different, as well as any mitigating strategies, if necessary.

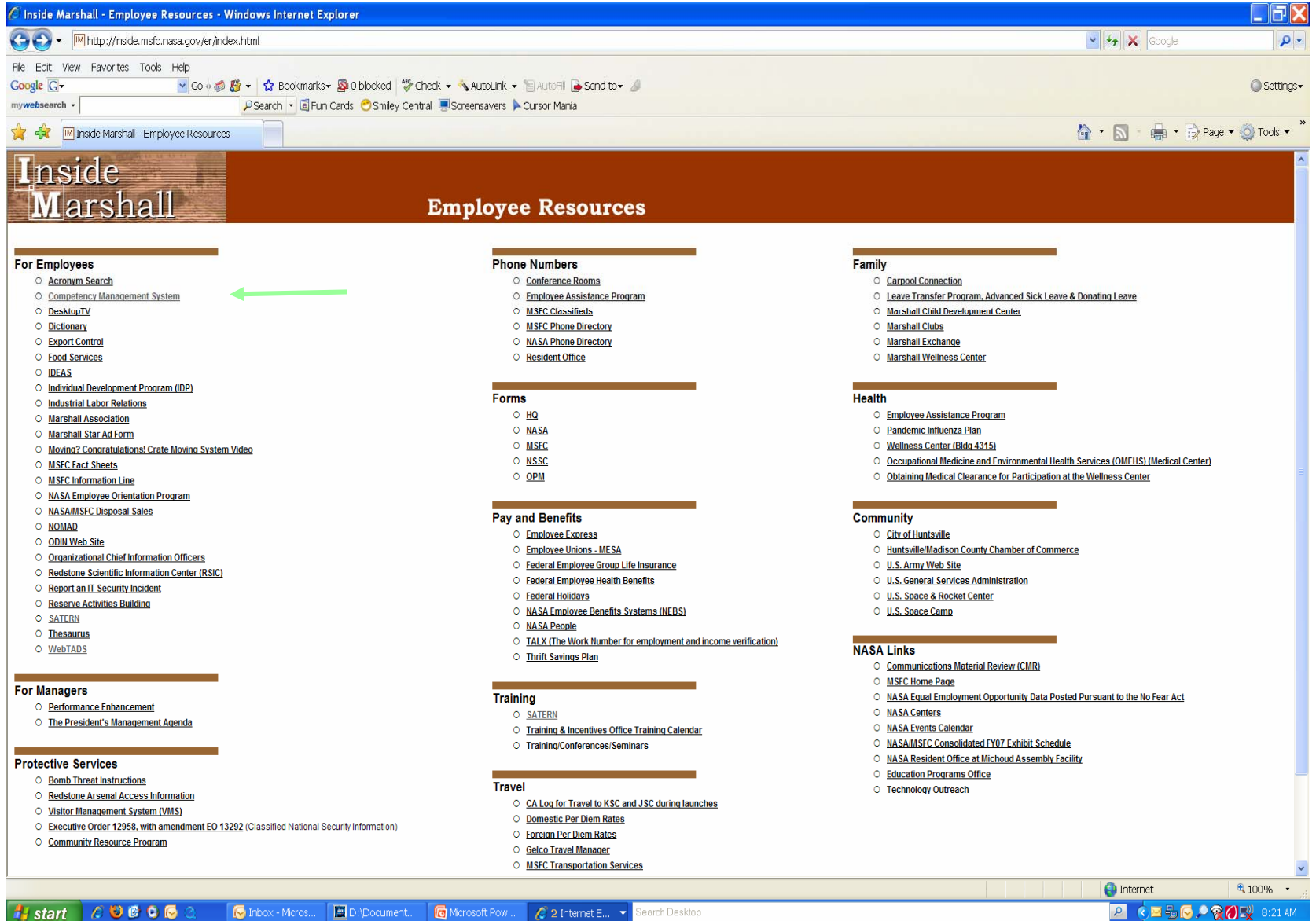


CMS Web Tool

- Web address <https://cmstool.nasa.gov/>
- Log on with your WebTads user id and password.
- Use Internet Explorer as your web browser. OR



CMS Web Tool



Inside Marshall - Employee Resources - Windows Internet Explorer

http://inside.msfc.nasa.gov/er/index.html

File Edit View Favorites Tools Help

Google mywebsearch

Inside Marshall - Employee Resources

Inside Marshall Employee Resources

For Employees

- Acronym Search
- Competency Management System
- DesktopTV
- Dictionary
- Export Control
- Food Services
- IDEAS
- Individual Development Program (IDP)
- Industrial Labor Relations
- Marshall Association
- Marshall Star Ad Form
- Moving? Congratulations! Crate Moving System Video
- MSFC Fact Sheets
- MSFC Information Line
- NASA Employee Orientation Program
- NASA/MSFC Disposal Sales
- NOMAD
- ODIN Web Site
- Organizational Chief Information Officers
- Redstone Scientific Information Center (RSIC)
- Report an IT Security Incident
- Reserve Activities Building
- SATERN
- Thesaurus
- WebTADS

Phone Numbers

- Conference Rooms
- Employee Assistance Program
- MSFC Classifieds
- MSFC Phone Directory
- NASA Phone Directory
- Resident Office

Forms

- HQ
- NASA
- MSFC
- NSSC
- OPM

Pay and Benefits

- Employee Express
- Employee Unions - MESA
- Federal Employee Group Life Insurance
- Federal Employee Health Benefits
- Federal Holidays
- NASA Employee Benefits Systems (NEBS)
- NASA People
- TALX (The Work Number for employment and income verification)
- Thrift Savings Plan

Training

- SATERN
- Training & Incentives Office Training Calendar
- Training/Conferences/Seminars

Travel

- CA Log for Travel to KSC and JSC during launches
- Domestic Per Diem Rates
- Foreign Per Diem Rates
- Gelco Travel Manager
- MSFC Transportation Services

Family

- Carpool Connection
- Leave Transfer Program, Advanced Sick Leave & Donating Leave
- Marshall Child Development Center
- Marshall Clubs
- Marshall Exchange
- Marshall Wellness Center

Health

- Employee Assistance Program
- Pandemic Influenza Plan
- Wellness Center (Bldg 4315)
- Occupational Medicine and Environmental Health Services (OMEHS) (Medical Center)
- Obtaining Medical Clearance for Participation at the Wellness Center

Community

- City of Huntsville
- Huntsville/Madison County Chamber of Commerce
- U.S. Army Web Site
- U.S. General Services Administration
- U.S. Space & Rocket Center
- U.S. Space Camp

NASA Links

- Communications Material Review (CMR)
- MSFC Home Page
- NASA Equal Employment Opportunity Data Posted Pursuant to the No Fear Act
- NASA Centers
- NASA Events Calendar
- NASA/MSFC Consolidated FY07 Exhibit Schedule
- NASA Resident Office at Michoud Assembly Facility
- Education Programs Office
- Technology Outreach

For Managers

- Performance Enhancement
- The President's Management Agenda

Protective Services

- Bomb Threat Instructions
- Redstone Arsenal Access Information
- Visitor Management System (VMS)
- Executive Order 12958, with amendment EO 13292 (Classified National Security Information)
- Community Resource Program

NASA CMS

start

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2 Internet E...

Search Desktop

Internet 100%

8:21 AM

CMS Web Tool

NASA - Office of Human Capital - Windows Internet Explorer

http://ohc.msfc.nasa.gov/workforce/index.html

File Edit View Favorites Tools Help

Google G- Go Bookmarks 0 blocked Check AutoLink AutoFill Send to Settings

mywebsearch Search Fun Cards Smiley Central Screensavers Cursor Mania

NASA - Office of Human Capital

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

FIND IT @ NASA: GO

+ DIRECTOR'S CORNER + OHC INTERNAL + CONTACT US + FEEDBACK + SITE MAP

+ NASA Home
+ Inside Marshall

Office of Human Capital

+ OHC HOME
+ ACADEMIC AFFAIRS
+ EMPLOYEE SERVICES & OPERATIONS
+ ORGANIZATION & LEADERSHIP DEVELOPMENT
+ TRAINING & INCENTIVES
+ WORKFORCE STRATEGY & PLANNING

+ PRODUCTS & SERVICES
+ INTEGRATED PRODUCT TEAMS

+ EMPLOYEE RESOURCES
+ MANAGEMENT & ADMINISTRATIVE RESOURCES

SEARCH OHC: GO

NASA Competency Management System

Welcome to the Marshall Space Flight Center Competency Management System (CMS) Web Page. CMS is an Agency-wide application used to measure and monitor the Agency's knowledge base. CMS helps the Center and the Agency match the talents and strengths of its employees with the positions that can best utilize those skills.

Competency Management System Validation Process

Employee self assessments to be completed by September 30, 2006
Supervisor validation to be completed by October 31, 2006


The Agency is requiring that all NASA civil servants populate and validate their personal portfolios. Supervisors are required to validate all competencies validated at Tier Levels 3 and 4. More information is available in the Validation Process Presentation below.

- + Validation Process Presentation (PDF)
- + Managers Quick guide (PDF)
- + Employee Quick guide (PDF)
- + Tier Indicators (PDF)
- + MSFC Business Rules (PDF)
- + CMS Informercial (PowerPoint Show/5 Mb)
- + CMS Brochure (PDF)

Review Appendix C: [Revision Overview](#) for possible impacts to your competencies.

WIMS/CMS Monthly Newsletter

- FAQs
- Training
- CMS Organization Contacts (PDF)
- Competency Dictionary- Rev 6A (PDF)
- Rules & Guidelines (MS Word)
- Schedule (MS Word)
- Related Links
- Updates (PDF)

 CMS Login

Logon to the CMS system using your WebTads Userid and Password.

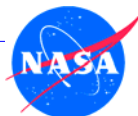
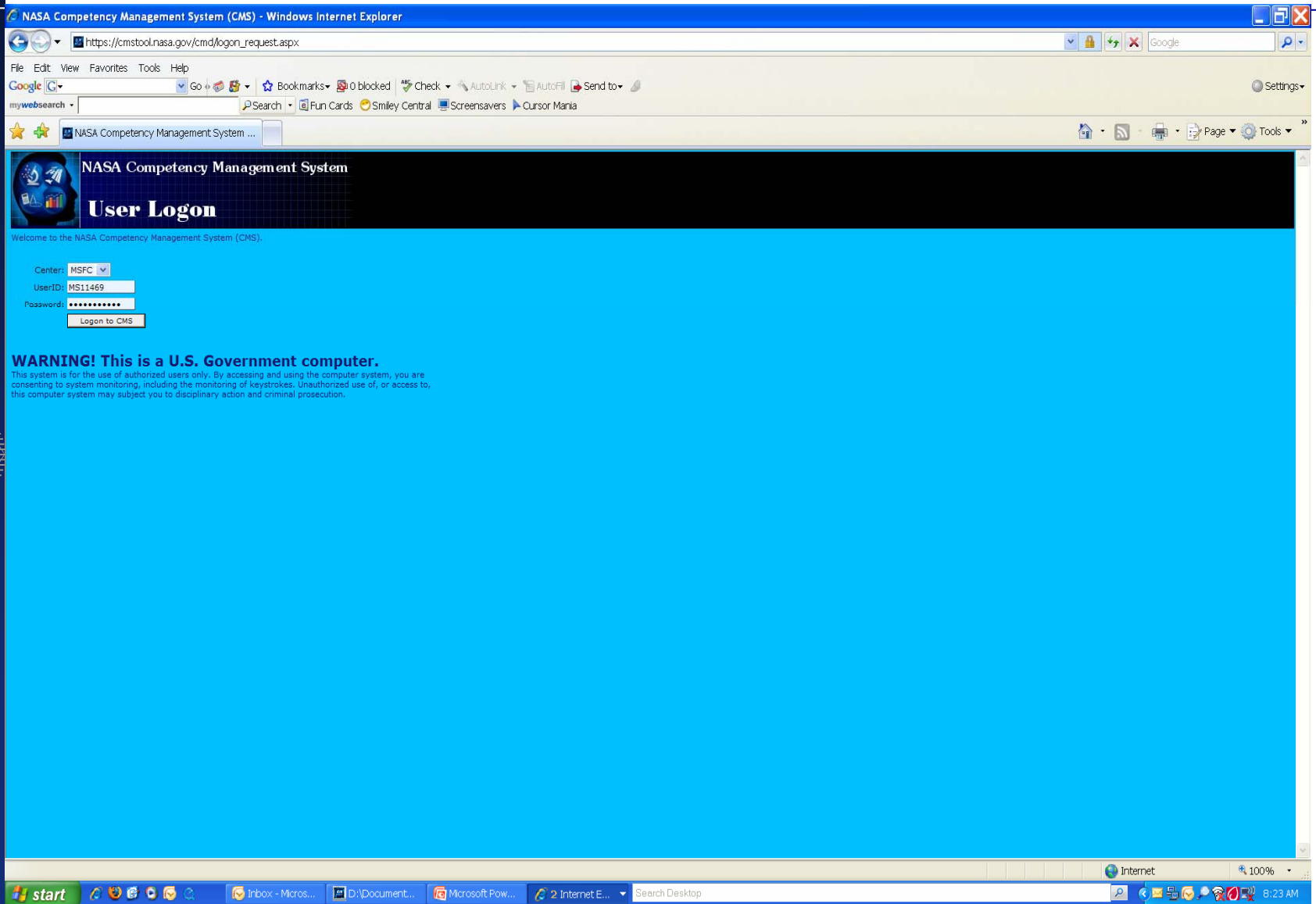
If you have forgotten your WebTads password you can look it up at the WebTads home page.

NASA CMS

start Inboxes - Micros... D:\Document... Microsoft Pow... 2 Internet E... Search Desktop

Internet 100% 8:22 AM

CMS Web Tool Snapshot



CMS – Adding Position Competencies

CMS : Manager Page - Windows Internet Explorer

https://cmstool.nasa.gov/mgr/mgrHome.asp?tab=4

File Edit View Favorites Tools Help

Google mywebsearch

CMS : Manager Page

NASA Competency Management System Friday, November 16, 2007

HOME Employees **Positions** Search Reports Feedback

Logoff System | Group Edit by OrgCode | Single Edit by Position | SUSAN E GENTILE

Filter: HS20000000 Lastname(4 chars): Change List positions: MS04F34:STRATEGIC WRKFR(gentile, susan)

**MS04F34:STRATEGIC WRKFRCE
PLNG ANALYST**
(HS20000000 / GENTILE, SUSAN)

Pri	Competency	Position Tier Level	Remove
<input type="radio"/>	(0113) Business Management	2	<input type="checkbox"/>
<input type="radio"/>	(0128) Human Capital Management	2	<input type="checkbox"/>
<input type="radio"/>	(0131) Business IT Systems	2	<input type="checkbox"/>
<input type="radio"/>	(0147) Program/Project Analysis	3	<input type="checkbox"/>
<input checked="" type="radio"/>	(1123) Workforce Planning	3	<input type="checkbox"/>

Assign Primary Comp Adjust Tier Levels Delete

* note To view the definition for a competency in the table above, hold the cursor over the competency title.

Add Competencies

Enter the Competency ID Number to add to your portfolio Add Competency

OR, Click here to VIEW the entire dictionary and select the competencies to ADD to your portfolio

Position Rqmts: Manager selects which competencies are required for the position and the Tier level

NASA CMS

start | Inbox - Micros... | D:\Document... | CMS_Training... | 2 Internet E... | Search Desktop

Internet 100% 9:07 AM

CMS – Adding Position Competencies

CMS : Manager Page - Windows Internet Explorer

https://cmstool.nasa.gov/mgr/mgrHome.asp?tab=4

File Edit View Favorites Tools Help

Google mywebsearch

NASA Competency Management System

HOME Employees Positions Search Reports Feedback

Logoff System

Filter: MS20000000 Lastname(4 chars): Change List positions: MS04F34:STRATEGIC WRKFR(gentile, susan)

ADD COMPETENCIES for MS04F34:STRATEGIC WRKFRCE PLNG ANALYST

1. Expand the Knowledge Domain sections below to view the competencies.
2. Select the competencies you want to ADD by checking on the items below.
3. Click the "ADD Competency" button below.

Business Knowledge Domain

Engineering & Technology Knowledge Domain

Mission Operations Knowledge Domain

Level 1 Level 2 Competency

<input type="checkbox"/>	Mission Operations Competency Suite
<input type="checkbox"/>	Advanced Technical Training Design (3) [ADVTEC]
<input type="checkbox"/>	Mission Assurance (30) [MA]
<input type="checkbox"/>	Mission Execution (4) [MISEXC]
<input type="checkbox"/>	Payload Integration (5) [PAYLOADINT]
<input type="checkbox"/>	Weather Observation and Forecasting (6) [WOBSFR]
<input checked="" type="checkbox"/>	Integrated Logistics Support (162) [INTLOGSUP]
<input type="checkbox"/>	Program/Project Analysis (147) [PROJANALYSIS]
<input type="checkbox"/>	Technical Management (153) [TECHMMT]
<input type="checkbox"/>	Quality/Safety/Performance Competency Suite
<input type="checkbox"/>	Quality Engineering & Assurance (29) [QEA]
<input type="checkbox"/>	Reliability & Maintainability Engineering & Assurance (28) [RMEA]
<input type="checkbox"/>	Risk Management (123) [RISKMMT]
<input type="checkbox"/>	Safety Engineering and Assurance (27) [SAFENG]
<input type="checkbox"/>	System Safety (1104) [SYSSAFETY]
<input type="checkbox"/>	Probabilistic Risk Assessment (1105) [PROBRISK]
<input type="checkbox"/>	Trend Analysis (1106) [TREND]
<input type="checkbox"/>	Precursor Analysis (1107) [PRECURSOR]
<input type="checkbox"/>	Software Assurance Engineering (139) [SWASSURANCE]
<input type="checkbox"/>	Configuration Management (154) [CONFMMT]
<input type="checkbox"/>	Mishap Investigation (149) [MISHAPINV]

Leadership & Management Knowledge Domain

Science Knowledge Domain

Add Competencies

Done

Internet 100%

start

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2 Internet E...

Search Desktop

9:09 AM

Select the required competency(ies) to add to position

Click on to add competencies to portfolio.

CMS – Assign Position Competencies and Tier Levels

CMS : Manager Page - Windows Internet Explorer

https://cmstool.nasa.gov/mgr/mgrHome.asp?tab=4

File Edit View Favorites Tools Help

Google mywebsearch

NASA Competency Management System

HOME Employees Positions Search Reports Feedback

Logoff System | Group Edit by OrgCode | Single Edit by Position | SUSAN E GENTILE

Filter: HS20000000 Lastname(4 chars): Change List positions: MS04F34:STRATEGIC WRKFR(gentile, susan)

Pri	Competency	Position Tier Level	Remove
0	(0113) Business Management	2	<input type="checkbox"/>
0	(0128) Human Capital Management	2	<input type="checkbox"/>
0	(0131) Business IT Systems	2	<input type="checkbox"/>
0	(0147) Program/Project Analysis	3	<input type="checkbox"/>
0	(0162) Integrated Logistics Support	2	<input type="checkbox"/>
0	(1123) Workforce Planning	3	<input type="checkbox"/>

Assign Primary Comp Adjust Tier Levels Delete

* note To view the definition for a competency in the table above, hold the cursor over the competency title.

Add Competencies

Enter the Competency ID Number to add to your portfolio Add Competency

OR Click here to VIEW the entire dictionary and select the competencies to ADD to your portfolio

Assign proficiency level for position competency

Competency has now been added



CMS – Validation Process

CMS : Manager Page - Windows Internet Explorer

https://cmstool.nasa.gov/mgr/mgrHome.asp?tab=2

CMS : Manager Page

NASA Competency Management System

HOME Employees Positions Search Reports Feedback

Logoff System Validation Status Group Edit by OrgCode Single Edit by Employee SUSAN E GENTILE

Filter: HS20000000 Last: Change List employees: STEWART, RACHEL HS20 Competencies Skills & Experience Training Position History HR Skills Assessment

STEWART, RACHEL MS31849 - MANAGEMENT ANALYST

The employee last reviewed their portfolio on 04/17/2006

POSITION			EMPLOYEE						
Pri	Rqd	Position Level	Competency	has Comp?	has Info?	Self-Rated Level	Validated Level	Validation Method	New Validation
0	✓	0	(0147) Program/Project Analysis	yes	yes	3	3	Manager Validated 6/1/2006	<input type="checkbox"/>
0	✓	0	(0119) Budgeting Management	yes	yes	2	2	Emp Self Validated 11/2/2006	<input type="checkbox"/>
0	✓	0	(0131) Business IT Systems	yes	yes	2	2	Emp Self Validated 11/2/2006	<input type="checkbox"/>
0	✓	1	(0128) Human Capital Management	yes	yes	2	2	Emp Self Validated 10/11/2006	<input type="checkbox"/>
0	✓	0	(0113) Business Management	yes	yes	3	2	Manager Validated 6/1/2006	<input type="checkbox"/>
			(1116) Compensation	yes		0			<input type="checkbox"/>
			(1118) Employee Development	yes		0			<input type="checkbox"/>
			(1119) Employee Relations	yes		0			<input type="checkbox"/>
			(1120) Labor Relations	yes		0			<input type="checkbox"/>
			(1121) Performance Management	yes		0			<input type="checkbox"/>
			(1122) Recruitment/Placement	yes		0			<input type="checkbox"/>
			(1115) Classification	yes		1	1	Emp Self Validated 11/14/2007	<input type="checkbox"/>

Validate all competencies, at least all 3 & \$s.

View evidences (if "Yes" is indicated) by clicking on competency title

NASA CMS

start 2 Microsoft ... Microsoft Pow... Document2 ... CMS : Manage... Search Desktop 100% 7:00 PM

CMS – View Employee Evidences

The screenshot shows the NASA CMS Manager Page in a Windows Internet Explorer browser. The page title is "CMS : Manager Page - Windows Internet Explorer". The address bar shows the URL "https://cmstool.nasa.gov/mgr/mgrHome.asp?tab=2". The page has a navigation bar with tabs: HOME, Employees, Positions, Search, Reports, and Feedback. The "Employees" tab is selected. Below the navigation bar, there are links for "Logoff System", "Validation Status", "Group Edit by OrgCode", and "Single Edit by Employee". The user "SUSAN E GENTILE" is logged in. The page displays the employee "STEWART, RACHEL MS31849 : MANAGEMENT ANALYST". Under the "BUDGETMMT : Budgeting Management (119)" section, there is a description of the competency. The "Competency Evidences" section shows a text entry by Rachel Stewart dated May 12, 2006. Below this, the "Employee Expertise Level" section shows a self-rating of 2 as of 11/02/2006, with a "Perform New Validation" button. A red arrow points from a text box to this button. The "Competency History" table shows two entries for Nov 2 2006 9:59AM, where Rachel Stewart changed the employee's SELF-RATED tier level from 3 to 2. The Windows taskbar at the bottom shows the start button, several open applications, and the system clock at 7:03 PM on Sunday, November 18, 2007.

NASA CMS

Competency Evidences *(Rachel last updated this information on May 12 2006 12:08PM)*

MBA received 1993 with A's in all finance coursework. BS in Business Administration in 1990. A role I performed was the initial business office resources person for the Customer & Employee Relations Directorate that included working with CFO to manage the directorate's institutional budget and responsibility for the allocation and tracking of the directorate's travel funding (direct and indirect). With primarily OJT and one basic course, I learned to query budgetary data from the Integrated Financial Management Program's [IFMP] Business Warehouse that enabled me to have a better understanding of the budgetary world. When I managed the Center-wide Administrative Contract, I worked with CFO to develop reports to track and understand the budget for the contract.

Employee Expertise Level

Employee Self-Rating 2 11/02/2006
 Last Validated Rating 2 11/02/2006 Emp Self Validated by RACHEL STEWART
 The last tier validation was conducted 1 yrs 0 mos ago on 11/02/2006.

[Perform New Validation](#)

Competency History

Date/Time	Action performed by	Change made to competency
Nov 2 2006 9:59AM	RACHEL STEWART	The employee SELF-RATED tier level was changed from=3 to=2
Nov 2 2006 9:59AM	RACHEL STEWART	

To perform new validation of provide rationale for validation click.

CMS – New Validation/Your Ratings

CMS : Manager Page - Windows Internet Explorer

Address bar: <https://cmstool.nasa.gov/mgr/mgrHome.asp?tab=2>

Page Title: CMS : Manager Page

NASA Competency Management System Sunday, November 18, 2007

Navigation: HOME | **Employees** | Positions | Search | Reports | Feedback

Logoff System | Validation Status | Group Edit by OrgCode | Single Edit by Employee | SUSAN E GENTILE

Filter: HS20000000 | Last: | Change List | employees: STEWART, RACHEL HS20 | Competencies | Skills & Experience | Training | Position History | HR Skills Assessment

New Validation

Instructions:

1. Review any notes/evidences (shown in the section above) submitted by the employee, which should show examples of how they have applied this competency at their self-rated level of expertise.
2. Discuss with the employee their past experiences using this competency and their rationale for rating themselves at Tier Level 2.
3. Evaluate the employee's depth of knowledge for this competency against the Tier Level 2 guidelines.
4. Submit your evaluation below.

Tier Level 2 - an individual has a working knowledge of the subject matter such that they are able to effectively apply that in their job.

Evaluation of Employee Expertise

Your rating of the employee's level of expertise : **Level 2 : Working Knowledge**

Rationale / General Comments (optional)
Note: You can record observations or additional information which helped with your evaluation. You can also use these remarks to capture details about the knowledge areas where the employee could improve their expertise. These notes can then be referenced during the Individual Development Planning process to help you and the employee identify specific actions.

Employee Development Opportunity (optional)
Identify the areas below where the employee needs more experience and/or training to improve their expertise to achieve Level 2 : Working Knowledge.

☐ **Use of Tools & Best Practices** Exhibits ability to effectively use competency-related tools and best practices to perform their job.

Follow directions on webpage

NASA CMS





Point of Contact

- ☐ Susan Gentile, HS20 544-5902
- ☐ E-mail me at: Susan.E.Gentile@nasa.gov

